

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2010/11



Ephraim Mogale Local Municipality

DRAFT

TABLE OF CONTENTS

1.	BACKGROUND.....	pg 3
1.1	Our VISION.....	pg 3
1.2	Our MISSION.....	pg 3
1.3	MFMA Provisions.....	pg 3
1.4	The Concept of a SDBIP.....	pg 5
2.	QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS PER DEPARTMENT	
2.1	STRATEGIC PLANNING	pg 7
2.2	CORPORATE SERVICES	pg 10
2.2.1	ADMIN & LEGAL SERVICES DIVISION.....	pg 10
2.2.2	HUMAN RESOURCES DIVISION.....	pg 10
2.2.3	OTHER DIVISIONS.....	pg 11
2.3	TECHNICAL SERVICES.....	pg 14
2.4	COMMUNITY SERVICES.....	pg 17
2.5	FINANCIAL SERVICES.....	pg 21
2.6	INTERNAL AUDIT.....	pg 24

1. BACKGROUND

1.1 OUR VISION

The following vision was confirmed at a strategic planning workshop on 27-28 February 2008:

VIABLE AND SUSTAINABLE MUNICIPALITY THAT PROVIDE QUALITY SERVICES

The following Urban Renewal Vision was adopted:

“TO BECOME A PROMINENT AGRICULTURAL , BUSINESS AND MEGGA INDUSTRIAL GROWTH POINT IN SEKHUKHUNE DISTRICT FOR THE BENEFIT OF ITS RESIDENTS AND THE PROVINCE”

1.2 OUR MISSION

The Greater Marble Hall Municipality at a strategic planning exercise on 27-28 February 2008 adopted the following mission:

TO INVOLVE ALL SECTORS OF THE COMMUNITY IN ECONOMIC AND SOCIAL DEVELOPMENT WHILST IMPROVING SERVICE DELIVERY

1.3 MUNICIPAL FINANCE MANAGEMENT ACT (MFMA) PROVISIONS

The Municipal Financial Management Act (MFMA) aims to modernise budget and financial management practices by placing Local government finances on a sustainable footing in order to maximise the capacity of municipalities to deliver services to all its residents, customers, users and investors. It also aims to put in place a sound financial governance framework, by clarifying and separating the roles and responsibilities of the Mayor, executive and non-executive councillors and officials.

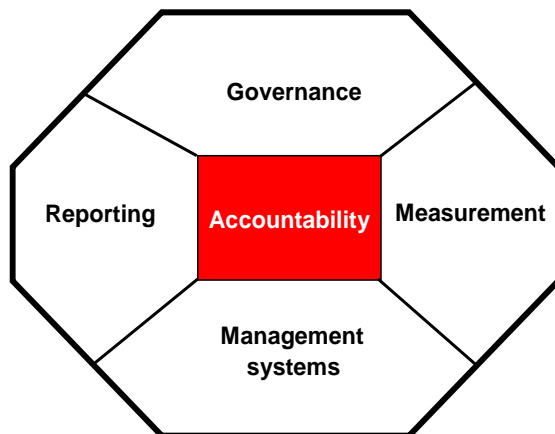
The Act aims to enable managers to manage, but also makes them more accountable, by introducing regular and consistent reporting requirements. The challenge facing all role-players is to improve the efficiency and effectiveness of the municipality. The Act promotes the principles of accountability and good governance and also obliges municipalities to be transparent about their budgets and financial affairs. The opportunities and benefits that will occur from the successful implementation of the MFMA guarantee responsiveness and democratic decision-making over financial planning, expenditure and performance of local government.

Section 69(3)(a) requires that the Accounting Officer must no later than **14 days** after the approval of the annual budget submit to the mayor a draft Service Delivery and Budget Implementation Plan (SDBIP) for the budget year.

Section 53(l)(c)(ii) requires that the mayor must take all reasonable steps to ensure that the municipality's SDBIP is approved within **28 days** after the approval of the budget.

The SDBIP gives effect to the integrated Development Plan and Budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.

Elements of Accountability



Underlying principles

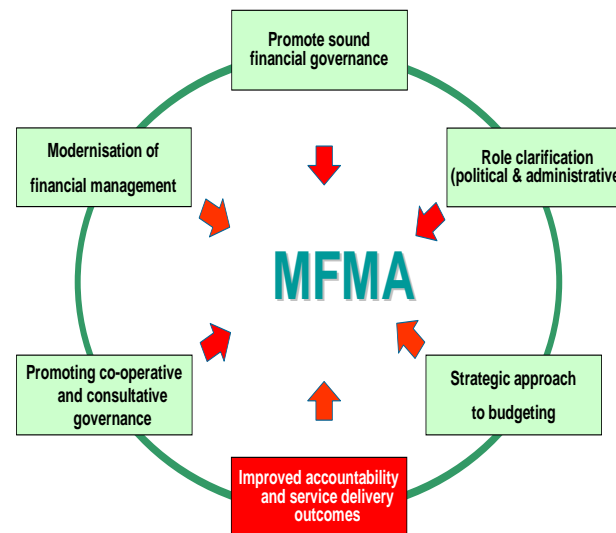


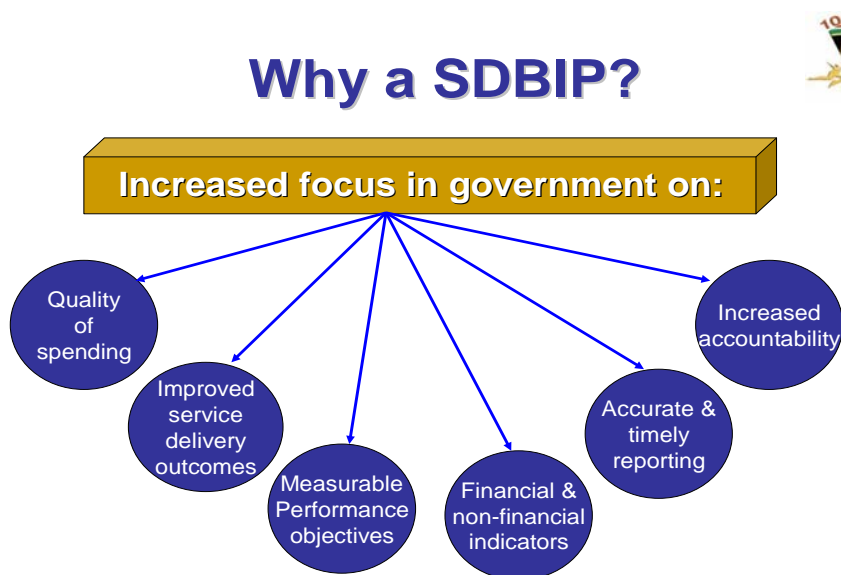
Figure 1: Underlying principles of the MFMA

Figure 2: Elements of accountability in line with the MFMA

1.4 THE CONCEPT OF A SERVICES DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Section 1 of the MFMA defines the “**service delivery and budget implementation plan**” as a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of municipal services and its annual budget, and which must include –

- (a) projections for each month of-
 - i. Revenue to be collected by source; and
 - ii. Operational and capital expenditure by vote;
- (b) Service delivery targets and performance indicators for each quarter; and
- (c) Any other matters that may be prescribed and includes any revisions of such plan by the mayor in terms of section 54(1)(c)



The budget gives effect to the strategic priorities of the Municipality. It therefore serves as a contract between the administration, council and community expressing the goals and objectives set by the council that can be implemented over the next twelve months. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. An SDBIP should ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council.

It enables the Mayor to monitor the performance of the Municipal Manager, the Municipal Manager to monitor the performance of Senior Managers and the community to monitor the performance of the Municipality. The SDBIP should therefore determine the performance agreements of the Municipal Manager and Senior Managers at the start of each financial year. This clearly makes the SDBIP what links the Performance Management System with the Budget and the IDP.

The SDBIP links each service delivery output to the budget of the municipality, thus providing credible management information and a plan of how the municipality will provide such services and the inputs and financial resources to be used. Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of the MFMA Section 71 (monthly reporting), Section 72 (mid- year report) and Section 121 (end of year annual reports).

2. QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS PER DEPARTMENT

2.1 STRATEGIC PLANNING

Quarterly projections of service delivery targets and performance indicators for 2010/11										
KPA	Project	Objective	KPI	Baseline	Annual Target	Q1	Q2	Q3	Q4	Budget Vote no Ward
Local Economic Development	1. Marketing and Investment strategy	To entice investors to Marble Hall and Industrial investors retention	Number of strategies developed.	New	1	1				R70 000 Vote 760/260380 Require R400 000
	2.Eco tourism Flag Boshielo Schuinsdraai nature reserve development	Develop a unique eco-tourism destination	Number of stakeholders on database who have interest in the development together	New	3	3				No funds required
			Number of business plan	New	1		1			No funds required
			Number of funding proposal	New	5			5		No funds required
			Number of proposal documents	New	3		3			No funds required
	3.Horticulture cluster	To improve the competitiveness of horticulture cluster by implementing the action plan	10% implementation of the action plan ¹	10%	10%	1%	2%	3%	4%	No funds required
	4.Red meat cluster	To improve the competitiveness of red meat cluster by implementing the action plan	10% implementation of the action plan ²	10%	10%	1%	2%	3%	4%	No funds required

¹ The action plan entails upgrade of airstrip,road infrastructure and railway line.Establishment of bonded warehouse,centralised inland cold storage,logistics company/hub,vegetable processing factory,agro-info kiosks and SPV.

² The action plan entails implementation of recommendation of the cattle farming development plan for the Makgatle cattle farmer association and to use the pilot study results to broaden the plan for the entire municipality.

³ The action plan entails development of Schuinsdraai conservancy,educational tourism and development of family resort at Flag Boshielo

	5.Tourism cluster	Promote economic growth in the tourism industry by implementing the action plans	10% implementation of the action plan ³	10%	10%	1%	2%	3%	4%	No funds required
			Coordinate the grading for tourism establishment	New	20	5	5	5	5	No funds required
			Linking all tourism establishments with tourism S.A. and Limpopo Tourism and Parks.	New	20	5	5	5	5	No funds required
	6.Informal economic cluster	Promote economic growth in the informal industry by implementing the action plans	10% implementation of the action plan ⁴	New	10%	1%	2%	3%	4%	No funds required
			Business linkage with LIBSA, LIMDEV and SEDA	New	20	5	5	5	5	No funds required
	7.Logistic Hub	Promote economic growth in the informal industry by implementing the action plans	10% implementation of the action plan ⁵	10%	10%	1%	2%	3%	4%	No funds required
	8. Marble Hall festival	Develop tourism in the municipality by attracting tourists and possible investors to the area by showcasing our natural resources and products	Number of product owners to showcase their products	5	5	5				R20 000 Vote 760/260150 All wards
	9. Coordinate effective use of the local business support center	Access to information, advice and assistance regarding LED related matters	Number of businesses linked with LIBSA	Link	10	2	2	3	3	No funds required
	10.Fundraising	Increase available funds by 10% for implementation of	Increase available funds by 10% for implementation of projects	Funds	10%	2%	3%	3%	2%	No funds required

4.The action entails training for informal economy traders ,access to micro finance, zoning and site demarcation and design structures and public facilities.³

The action plan entails implementation of recommendation of the cattle farming development plan for the Makgatle cattle farmer association and to use the pilot study results to broaden the plan for the entire municipality.

		projects								
	11.Job creation through capital projects	Promote job creation	Number of jobs created through capital projects from municipal budget	Jobs created	300	50	100	100	50	No funds required
	12.Coordination of the drafting of sector plans	Each sector plans accordingly by developing a sector plan to deal with issues relevant to the particular department	Number of sector plans developed	5	5	1	2	2		No funds required
	13. Urban renewal strategy	Promote economic growth by strengthening the first economy to boost the second economy	Number of business plans compiled	5	5	1	1	2	1	No funds required
Good Governance	1.IDP Review	To review the IDP for 2010/11	Annual review of the IDP for 2010/11	Reviewed IDP document	1			1		R100 000 Vote 760/260025 All wards
	2.PMS	To implement the performance management system	Approval of the PMS review	Reviewed framework	1	1				No funds required
			Number of organisational performance reports submitted	4	4	1	2	3	4	No funds required
			Verification of performance evidence	Performance evidence	12	3	3	3	3	No funds required
			Number of workshops on revised PMS conducted with evaluation panel	Workshops	4	1	1	1	1	No funds required
			Number of performance plan of organisation	1	1	1				No funds required
			Number of performance agreements and plans compiled for Unit Managers	5	5	5				No funds required

2.2 CORPORATE SERVICES

2.2.1 ADMINISTRATION & LEGAL SERVICES DIVISION

Quarterly projections of service delivery targets and performance indicators for 2010/11

KPA	Project	Vote	Budget	Unit of measurement	Performance Target	Annual Target	Q1	Q2	Q3	Q4
Institutional transformation	1. Development of By-Laws and Policies	750/260145	R107 000.00	Developed framework	Implementable by-laws	100%	10%	25%	35%	30%
	2. Contract Management	No funds required	No funds required	Progress report	Updated contracts	100%	10%	40%	40%	10%
	3. Development of Record Management Master Plan for the entire institution	No funds required	No funds required	Progress report	Efficient record keeping in the entire institution	100%	25%	25%	50%	
	4. Legal Services	505/260450	% of R647350.00	Minimize Legal risk against the Municipality	Efficient handling of legal matters	100%	25%	25%	25%	25%
	5. Acquisition of Equipments & Furniture	500/305050	R2000 000.00	Tendering to begin	Delivery of Equipments and furniture	100%	25%	75%		
	Development of Integrated ICT and Telephone Management Master Plan for the entire institution.	500/260430	% of % of R841225.00	Implementable plan	Implementable Integrated ICT and Telephone Management Master Plan for the entire institution.	100%	25%	25%	50%	
	Upgrading of general computer software including the linking of the clocking system with the VIP system	500/260430	% of R841225.00	Upgraded computer software and the linked clocking system with VIP	Efficiency of the computer systems and the clocking system	100%	25%	25%	50%	
	Programming	500/260430	% of R841225.00	Compliant licences	Fully functional ICT work environment.	100%	25%	25%	25%	25%
	Purchasing: Books & Electronic Subscriptions	500/260020	R85600.00	Information update on legislation and information management	Up-to-date information and legislation management	100%	25%	75%		

2.2.2 HUMAN RESOURCES DIVISION

Quarterly projections of service delivery targets and performance indicators

KPA	PROJECT	VOTE	BUDGET	UNIT OF MEASURE	PERFORMANCE TARGET	ANNUAL TARGET	Q1	Q2	Q3	Q4
	Job Evaluation	510/260371	R53 500	Number of jobs evaluated	To have all remaining jobs evaluated	100%	50%	25%	25%	
	Batho Pele	510/260472	R 5 350	Implementable Service Standards	Excellent Service provision	100%	25%	40%	25%	10%
	Skills Development Programme	510/260720	R321 000	Number of staff trained	To have all employees undergo job-related training	100%	25%	25%	25%	25%
	Occupational Health & Safety	510/260730	R30 000	Compliance with OHS Act	Compliance with all Safety measures as per OHS Act	100%	25%	25%	25%	25%
	Bursary Fund for community	510/306020	R200 000	Number of community members trained	To give funding to all qualifying youth within municipal jurisdiction	100%	25%	25%	25%	25%
	Bursary Fund for staff	510/306021	R107 000	Number of staff given funding	All qualifying members of staff	100%	25%	25%	25%	25%
	Employment Equity	No budget	R0.00	Compliance with EE Act	Gender, Disability & Race Equity in all staff categories	100%	25%	25%	25%	25%
	Development & Review of HR policies	No budget	R0.00	Number of developed & approved policies	To have all HR related policies in place	100%	25%	25%	25%	25%
	Labour Relations	No budget required	R0.00	Number of LLF meetings held	To have sound relations between management, unions and staff	100%	25%	25%	25%	25%
	Development of Divisional “SDBIP”	No budget required	R0.00	Number of programmes developed for each HR division official	To have all identified HR programmes implemented	100%	25%	25%	25%	25%

2.2.3 OTHER DIVISIONS

KPA	Project	Objective	KPI	Baseline	Annual Target	Q1	Q2	Q3	Q4	Budget Vote no Ward
	Corporate newsletter and related publications(Council posters,calenders,dia ries,flyers and other publicity material for the Municipality: 260021	Ensure publication of Municipal events and community news from various wards within the municipality Create opportunities for local citizenry in the issuing of comments, letters and other means of information sharing Promote healthy and sound media relations between the Municipality and the public	Well informed community, fully abreast with local news and other developments within the Munic.							R50 000 Vote 450/260021
	Occupational Health and Safety:260721 -quarterly medical check ups for personnel exposed to health hazard conditions -highlight training of staff on health care etc by personnel in OHS and SDF -intense	Ensure compliance with the Occupational Health and Safety Act Improve training on OHS amongst staff	Healthy and safe work environment for all employees Informed awareness on health and safety by employees							R30 000 Vote510/260730
	Batho Pele:260472 Revisit composition of the project iro gender, coordination and	Promote public awareness on customer Care relations	Public confidence in Municipality-Customer relations at all times							Under construction

	periodic programmes -dedicated personnel for this project									
	Insurance: Workman's Compensation (WCA):260660 Sundries: Training 260720	Safeguard injury on duty and utilize the fund upon risks and accident occurrences	Accident and risk reduction on work-related casualties							R267500 Vote510/260660
	Bursary Fund- Community 306020	Mobilise and uphold community bursary scheme for the upcoming learners aspiring for higher learning within the municipal jurisdiction	Absorption of suitably qualifying candidature in their fields of interest							R 200 000 Vote510/306020
	Bursary Fund-Staff: 306021	Encourage internal employee study programmes	Inject employee satisfaction and better work performance amongst staff members							R 107 000 Vote510/306021
	Programming	Check licensing and agreements on ICT	Fully functional ICT work environment Digital and electronic record keeping and archives							R 481 500 Vote500/260430
	Council Support Services	Provide administration support to Council	Well oiled communication between and amongst Council and communities within the jurisdiction							Various Votes cover costs
	Launching of the New Municipal Name and Logo.	To popularize the new Municipal Name and the Logo.	Processes to acquire the new Municipal Flag have commenced.							R 50 000 Vote505/260813

2.3 TECHNICAL SERVICES AND PLANNING DEPARTMENT

Quarterly projections of service delivery targets and performance indicators

KPA	PROJECT	OBJECTIVE	KPI	BASELINE	ANNUAL TARGET	Q1	Q2	Q3	Q4	BUDGET
BASIC SERVICE DELIVERY	1. Water and Sanitation	To provide water and sanitation services as per SLA	% of HH with access to potable water and sanitation facilities	50%	Access of water and sanitation services to all HH maintained to 100%	25%	25%	25%	25%	R2.3m Vote number 680/660
		To sustain good condition of water and sewer networks	% of water and sewer network	50%	km of water and sewer networks maintained to 100%	25%	25%	25%	25%	
	2. Roads and Stormwater	To improve the condition of existing municipal gravel roads	No. of km of existing roads graded in rural areas	0	50km of gravel roads graded	5	20	35	50	R1.4m Vote Number 650
		To improve the condition of existing municipal tarred roads	No. of square meters of potholes patched in urban areas	20%	3000square meters of potholes fixed	0	1000	1000	1000	
		To improve the condition of existing stormwater drainage system	No. of km of drainage stormwater pipes cleaned	25%	15km of stormwater pipes cleaned	3	3	3	3	
		To improve the condition existing road markings	No. of km of existing tarred road marked	40%	15km of tarred road marked	3	3	3	3	
		To prolong life of equipment and increase safety & reliability according to NERSA license conditions	%. of Trasformers maintained	0	100% of transformers maintained	0%	50%	50%	0%	

		To supply effective and sufficient electricity to the residents of Marble Hall town	No.of km on electrical network maintained in Marble Hall	20%	15km of electrical network maintained	0	5	5	5	
		To supply effective and sufficient electricity to the areas with public lighting	%of public lighting maintained in municipal areas	5%	50% of public lighting maintained	25%	25%	25%	25%	
		To manage and control utilization of Municipal vehicle fleet	%. of municipal vehicles installed with tracking device	0	100% of municipal vehicles installed with tracking devices	0%	0%	100%	0%	
	4. Housing	To provide HH with formal residential housing (RDP)	No. of HH provide with RDP houses	15%	200 RDP houses to be constructed	0	50	150	200	
		To improve condition of municipal building facilities	%. of municipal building maintained	5%	15% municipal building maintained	25%	25%	25%	25%	
		To ensure compliance with Nation Building Regulation	%.of building plans approved within 5 working days	50%	100%. of submitted building plans approved	25%	25%	25%	25%	
	5. Town Planning	To ensure compliance with Town Planning Scheme regulations	%. of applications approved with 60 working days	50%	100%. of submitted applications approved	25%	25%	25%	25%	R321k Vote Number 625
										R100k Vote Number 625

KPA	PROJECT	OBJECTIVE	KPI	BASELINE	ANNUAL TARGET	Q1	Q2	Q3	Q4	BUDGET
BASIC SERVICE DELIVERY	Electricity	To provide sufficient performance on repair, maintenance and new electrical and public lighting services	%of Pubic lighting repaired and electrical services installed	5%	50% of public lighting maintained	25%	25%	25%	25%	
	Electricity	To prolong life of equipment and increase safety & reliability according to NERSA license conditions	%. of Trasformers maintained	0	100% of transformers maintained	0%	50%	50%	0%	
	Electricity	To supply effective and sufficient electricity to the residents of Marble Hall town	No.of km on electrical network maintained in Marble Hall	20%	15km of electrical network maintained	0	5	5	5	
	Electricity	To supply effective and sufficient electricity to the areas with public lighting	%.of public lighting maintained in municipal areas	5%	50% of public lighting maintained	25%	25%	25%	25%	
	Electricity	To manage and control utilization of Municipal vehicle fleet	%. of municipal vehicles installed with tracking device	0	100% of municipal vehicles installed with tracking devices	0%	0%	100%	0%	
										R1.32m Vote Number 260

2.4 COMMUNITY SERVICE

Quarterly projections of service delivery targets and performance indicators

KPA	Objective	Key Performance Indicator (KPI)	Project/s	Baseline	Annual Target 09/10	2009/2010				Budget/Vote Number/Ward
						Q.1	Q.2	Q.3	Q.4	
Basic Service Delivery and Infrastructure	To minimise road accidents	reduction of road fatalities in hot spot by 45%	Road accidents	TBD	45%	8%	15%	10%	12%	R34 347.00 Vote 225/260812
	Keep the scholar transport safe	100% of scholar transport buses to be road worthiness.	Scholar transport	TBD	100 %	25 %	25 %	25 %	25 %	None
	Minimize stock related accidents	Developing of the by-laws	By-laws	TBD	1	0	0	0	1	None
	Effective administration in the law enforcement.	40 % reduction of improper capturing of summonses before they are issued.	summonses	TBD	40 %	10 %	10 %	10 %	10 %	R22 898.00 Vote 225/260590
	Control motorists at funerals and VIP escorts; abnormal loaded vehicles.	100% control of vehicles and VIP's & abnormal loaded vehicles.	Vehicles	TBD	100 %	25 %	25 %	25 %	25 %	None
	To update court roll register.	100% updated court roll register and sent to the local court for further action.	Court roll		100 %	25 %	25%	25%	25%	None
	Response to disaster incidences.	100% response to disasters like fire, drowning etc.	disaster	Service provided with the help form Sekhukhune.	100 %	25 %	25%	25%	25%	None
	To ensure that traffic laws moves up to the relevant expectation.	Trained traffic officers and local law enforcements about relevant laws	Traffic laws	TBD	1	1	0	0	0	R20 608.20 Vote 225/260811

KPA	Objective	Key Performance Indicator (KPI)	Project/s	Baseline	Annual Target 09/10	2009/2010				Budget/Vote Number/Ward
						Q.1	Q.2	Q.3	Q.4	
	To develop a SLA with Sekhukhune district municipality in respect of disasters	SLA	Service level agreement		1	1	0	0	0	None
	Upgrading of landfill site	Compliant landfill site	Solid waste		100 %	25 %	25%	25%	25%	R 60 000 360/225 221 R 80 143 360/235220
	Purchase equipments for efficiency improvement at business and residential sites.	3 Equipments purchased	equipments		3	1	1	1	0	R 500.000 Vote 360/305070
	Maintenance of cemeteries and erection of fences.	100% Maintenance of cemeteries and erection of fences in line with the management plan	Maintenance & erections	TBD	100 %	25 %	25%	25%	25%	R400.000.00 Vote 425/260799
	To provide support services to communities on HIV/AIDS awareness	Appointment of HIV/AIDS coordinator	Advert & appointment	No coordinator	100 %	50 %	50 %			R 53 500.00 Vote 375/260560
	To revive municipal sports council	Well functioning of sport council	Sports council	Sports council not well functioning	100 %	25 %	25 %	25 %	25 %	None
	Establish and revive different sporting codes	All sporting codes revitalised	Sporting codes	Only popular codes are taken care of; e.g. soccer.	100 %	25 %	25 %	25 %	25 %	R 50.000.00 375/260476
	Maintain equipments	Well maintained equipments	Equipments	Maintenance of	100 %	25 %	25 %	25 %	25 %	R 48 085.80 Vote

KPA	Objective	Key Performance Indicator (KPI)	Project/s	Baseline	Annual Target 09/10	2009/2010				Budget/Vote Number/Ward
						Q.1	Q.2	Q.3	Q.4	
				equipments						425/235090
	Maintenance of sports grounds	Well maintained sports ground	Sports ground	Existing grounds	100 %	25 %	25 %	25 %	25 %	R 22 898.00 425/235040
	Developmental issue comply with NEMA & council's integrated developmental plan.	Compliance of council with NEMA and council's Integrated environmental plan	compliance	Disorganized by lack of resources	100 %	25 %	25 %	25 %	25 %	Maintenance budget
	Provide library services to the community	Services provided for the library	Library service	Existence of library	100 %	25 %	25 %	25 %	25 %	R100.000.00 Vote 540/305020
Financial Viability	To collect funds from traffic offenders	Service provider to execute warrants of arrest appointed	warrants	None	100%	25 %	25%	25%	25%	R80 143.00 Vote 225/260285
		100% increase in payment of fines from warrants	fines	TBD	100%	25 %	25%	25%	25%	None
Local Economic Development	to comply with business regulations	Business regulations compliance	Business registration	No coordination on assistance	100 %	25 %	25 %	25 %	25 %	None
Municipal Transformation and Organisational Development	Enhance record keeping in the traffic and protection services section	Well kept record in the traffic department	record	30%	100 %	25 %	25%	25%	25%	None
	To revive sport	Well functioning of	Sports	20 %	100 %	50	50 %			None

KPA	Objective	Key Performance Indicator (KPI)	Project/s	Baseline	Annual Target 09/10	2009/2010				Budget/Vote Number/Ward
						Q.1	Q.2	Q.3	Q.4	
	council of our municipality	sports council	council			%				
	Revive local aids council	Well functioning local aids council.	Aids council	Existed but weak	100 %	25	25	25	25	None
	To comply with Land transport Act.	Compliance	Land transport	TBD	100 %	25 %	25 %	25 %	25 %	None
	To ensure an organised hawkers work environment.	An organised and problem free hawkers in stalls.	hawkers	40%	100 %	25 %	25%	25%	25%	None

2.5 FINANCIAL SERVICES

Quarterly projections of service delivery targets and performance indicators

KPA	Objective	Project	Key Performance Indicator (KPI)	Baseline	Annual Target 09/10	2009/2010				Budget/Vote Number/Ward
						Q.1	Q.2	Q.3	Q.4	
Financial Viability	To maximize the collection of revenue	Implementation of revenue enhancement strategy	10% increase in revenue collected.	70%	10%	2.5%	2.5%	2.5%	2.5%	R 321 000
	To ensure accessibility of free basic services to the community	Review of indigent register	80% review of indigent register	TBD	80%	20%	20 %	20%	20%	R 144 000
	Monitor debt collection contract of outstanding debt older than 90 days.	Review monthly reports	100% review of monthly reports submitted	New	12	3	3	3	3	0
		Collection of recoverable debts	80% collection of recoverable handed over debts from the debtors' book.	Debtors book	80%	20%	20 %	20%	20%	0
	To improve the management of stores	Conduct quarterly stock take.	95% reduction of loses in stores	Annual stock take report	95%	23.75 %	23.75 %	23.75 %	23.75 %	0
	To improve the management of Assets	Conduct quarterly asset verification.	Quarterly assets verification reports	Annual stock take report	4	1	1	1	1	0
		Disposal of obsolete assets	75% disposal of obsolete stock.	New	75%	75%	0	0	0	0
	Implement SCM system, which is	Implementation of SCM system	100% compilation of electronic database.	new	100%	0	10 0%	0	0	R 50 000

KPA	Objective	Project	Key Performance Indicator (KPI)	Baseline	Annual Target 09/10	2009/2010				Budget/Vote Number/Ward
						Q.1	Q.2	Q.3	Q.4	
	compactable to the finance model.									
	To compile a supplementary valuation roll in compliance with the MPRA	Compilation of valuation roll.	100% of Supplementary valuation roll compiled.	2009/10 Supplementary roll	100%	0	0	0	100%	R 200 000
	1. To compile the 2009/2010 financial statement according to Gamap/Grap format 2. To compile the Gamap/Grap Asset Management compliance register	-Compile financial statements in terms Gamap/Grap format. -Compile GRAP compliant asset register	100% improvement in the annual financial reporting as per National Treasury Reforms 100% GRAP compliant asset register	2009/10 Financial statements 2009/10 asset register	100%	25%	25%	25%	25%	R 1 273 509
Good Governance	To review SCM Policy	Review SCM policy	100% review of Supply Chain Policy	Supply chain policy	100%	0	0	0	100%	0
	To clear audit queries raised by Auditor General.	Clear audit queries.	-Action plan to address audit queries for 2008/2009.	TBD	100%	0	0	50%	50%	R 15 000

2.6 INTERNAL AUDIT

Quarterly projections of service delivery targets and performance indicators

KPA	Objectives	Planned projects	Base line	KPI	Annual Target	Q1	Q2	Q3	Q4	Budget required
	To provide an independent objective assurance and consulting service to add value and improve EMLM's operations and to accomplish its objectives by evaluating the adequacy and effectiveness of risk management, internal controls and governance process	Quarterly Internal Audit Engagements	2009/2010 Internal Audits Reports	Assessment of controls and the Audit recommendations included in the Quarterly Internal Audit Reports	To produce annual internal Audit Reports for 4 quarters in the financial year.	Internal Audit Reports	Internal Audit Reports	Internal Audit Reports	Internal Audit Reports	None
Performance Management	To ensure accountability	Quarterly SDBIP Performance Reports and AC Progress reports	2009/2010 Annual Performance Report	Four performance reports compiled	Four performance reports compiled	Preparation of quarterly progress report	Preparation of quarterly progress report	Preparation of quarterly progress report	Preparation of quarterly progress report	None
Internal Audit Charter	Define and set out the nature, role purpose and responsibilities and authority of IA within EMLM	2009/2010 Internal Audit Charter	Approve Internal Audit Charter	Approved and reviewed internal Audit Charter	Review and obtain approval from the Audit Committee	Ongoing implementation	Ongoing implementation	Ongoing implementation	Ongoing implementation	none

Risk Management	to help management to prioritise the identified risks. This enables management to spend more time, effort and resources to manage risks of higher priority than risks with a lower priority.	To facilitate risk assessment and review : - Risk management Strategy - Risk management policy - Fraud Prevention Plan - Fraud Response Plan - Whistle-blowing policy	2009/2010 risk Register and risk policies	2010/2011 Risk Assessment Report Approved: -Risk management Strategy - Risk management policy - Fraud Prevention Plan - Fraud Response Plan - Whistle-blowing policy	2010/2011 Risk Assessment Report Approved: -Risk management Strategy - Risk management policy - Fraud Prevention Plan - Fraud Response Plan - Whistle-blowing policy	Update risk Register. - Hold risk committee meetings	Update risk Register. - Hold risk committee meetings	Update risk Register. - Hold risk committee meetings	Update risk Register. - Hold risk committee meetings	None
Audit committee	To report to Audit Committee on Activities of Internal Audit.	Reporting to Audit Committee quarterly.	2009/2010 Audit committee minutes	Four Reports to Audit committee	Audit committee minutes	Present reports to Audit Committee.	Present reports to Audit Committee.	Present reports to Audit Committee.	Present reports to Audit Committee.	R 30 000
Appoint Internal Auditor	To increase the scope of internal audit through appointment of competent staff	Appoint internal auditor	Chief Internal Auditor Only	Appointed Internal Auditor	One internal Auditor appointed	Forward request for advertisement with the job description to HR	Conduct interviews and appointment letter.	Appointed person conduct audits	Appointed person conduct audits	R167 000